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DD/S&T-0083-64
13 Jan 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Recruitment of Young Officers

1. In general, I agree with the findings of your staff study concerning the shortage of younger officers in the Agency. I noted with interest its statement on page 3, having to do with the difficulty of developing competent scientific personnel at the GS-11 and above level and the continuing need, therefore, for outside recruitment.

2. I do feel, nevertheless, that there will be considerable value in the long-range future to acquiring through the Junior Officer Training Program promising young scientific personnel. Ten a year, I believe, is a sensible number. In this regard, I offer two comments: a) scientific intelligence officers of this Directorate should have a voice in the selection procedures, and b) some adjustment should be made to the training program to permit a concentrated attention on the scientific and technical intelligence mission of the Agency.

/s/

ALBERT D. WHEELON
Deputy Director
(Science and Technology)

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17 January 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Recruitment of Young Officers

REFERENCE : Draft Memorandum for Executive Director - Comptroller from Director of Personnel, same subject

1. The Directorate of Intelligence agrees with the conclusions and recommendations made in the above reference. We will be able to absorb the increased number of young officers earmarked for the DD/I through the JOT Program. The figure, in fact, represents only a portion of our planned attrition replacements.

2. I would like to comment on your discussion of the "professional deficit."

a. It is true that there has been a "deficit" in professional positions in many DD/I Offices for a number of years. We believe that this is to be expected when professional positions are established at the GS-9 and above level, but where recruitment usually takes place at the GS-6 or GS-7 level. With "deficit" defined as a GS-9 position filled by a person GS-8 or below, and recruiting taking place at the lower grades, you of necessity start out with a "deficit." This is deficit by definition -- not necessarily an indication that there are large numbers of unqualified people filling professional positions.

b. It should be noted that personnel filling these professional positions are generally professionally qualified; they need only time in grade to be promoted to GS-9, at which time they are officially defined as professional. Only a very small percentage of professional positions are blocked by personnel who are not qualified by education and/or experience to move to the GS-9 level and assume the professional label.

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c. The study argues that personnel are not professionally qualified and therefore cannot be promoted. It seems to us that the deficit was caused by our recruiting policies and by a deliberate slowness in promotions. This manifests itself in the Agency's one grade promotion policy.

d. One reason for the large "deficit," especially in an office such as OCR, is that the journeyman level of jobs is GS-9. New professionally qualified employees, seeing that a GS-9 is the highest grade they can expect without going into supervisory positions, soon start looking to other offices for assignment where they can go to GS-11 and even GS-12 at the journeyman level. This has the effect of creating a high turnover rate since most of the attrition is by GS-7 and GS-8 personnel. This high turnover can result in a "deficit."

3. The DD/I will be able to absorb the increased number of employees through the JOT Program, provided that there is some corresponding decrease in direct recruiting through the offices and the Office of Personnel. With the relatively long period of formal and on-the-job training of JOTs, close coordination will be required to keep offices at strength while the enlarged JOT Program is being initiated, and yet not go over ceiling when the time comes to absorb the JOTs after they have completed their training.

4. We especially endorse the recommendation that offices participate in the selection of JOTs. We believe that offices would turn increasingly to the JOT Program if they had more say in the initial selection of candidates who would eventually come to their particular offices.

5. We believe some consideration should be given to reviewing the formal training program for persons earmarked for the DD/I with a view to possibly shortening it. This is especially important until offices can count on maintaining their ceiling through the JOT Program. There appears to be some duplication in the material presented to employees coming to the DD/I. Furthermore, if a system can be developed so that a specific office of assignment is determined prior to the beginning of training, we believe that the training program can be more tailored to the individual's future assignment. We do not mean to eliminate a thorough indoctrination to the Agency's organization and functions. We think this is absolutely essential. But we do believe that some training may go into too much detail about how to do work in a particular office, when there is little immediate or even long-range prospect that the individual will be assigned to that office. I propose that

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the Assistant for Personnel in my office and the DD/I Representative with the JOT Program discuss this.

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Chief, Administrative Staff, O/DD/I

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JOT PROGRAM EXPANSION

1. This memorandum outlines the plans and requirements of the Office of Training for accomplishing the proposed expansion of the JOT Program from 150 to 225 JOT's per year, as described in the study submitted by the DD/S to the DDCI 13 January 1964.

2. GENERAL

It is expected that the JOT Program will continue to be characterized by:

a. A careful selection process designed to identify the most suitable candidates;

b. A comprehensive training program designed to impart new knowledge and skills, and to place already acquired knowledge and skills in the unique context of intelligence activity;

c. A short-term career management program which provides each JOT a reasonably uniform start in the right direction in his professional career.

No elimination or diminishing of these factors is contemplated. However, expansion will place new emphasis upon the directed-assignment principle in selection and placement of candidates. The JOT Program staff will modify its procedures accordingly, particularly with respect to the selection of candidates and the length of time the JOT remains in the Program before being permanently assigned. As a general rule, receiving components which require a technical or professional specialization as a condition of eligibility will have a voice in the selection of candidates destined for them. This will be achieved through joint review of applications by JOTP Staff and the components concerned, and by joint interviews when necessary. Directed-assignment JOT's, i.e., those earmarked in advance for a specific career service or component, normally will not remain in the Program for more than one year. Thus some budgetary flexibility will be available to accommodate the cases in which longer periods of specialized or on-the-job training may be necessary.

3. Operating Plan

OTR has developed, in concert with other Offices concerned, an operating plan for a 225-man JOT Program which would tend to equalize administrative work-load over the year, make the most efficient use of recruitment and training facilities, and provide an even flow of trained professionals into the receiving components. It is based initially upon the demonstrated ability of the Personnel Recruitment Division to find qualified applicants in adequate numbers whenever required, and upon the recent experience of the JOT Program Staff in obtaining candidates from

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the Graduate Schools, from industry and the professions. It appears that we may not be bound as firmly as heretofore to the academic year calendar in obtaining recruits. It is proposed therefore, starting in July 1964, to schedule JOT classes as follows:

July 1964 - Class of 70 - 75, composed as heretofore of 40 - 50 destined for the DD/P, and 25 - 35 to be divided among the other Directorates. This class would follow the presently established sequence of Headquarters and [redacted] training and thus would present no problems of rescheduling on a crash basis.

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October 1964 - Class of 35 - 40, selected for assignment in the DD/I, DD/S and DD/S&T. This class would receive Headquarters training substantially as it is offered at present, with minor modifications in duration and emphasis to accord with suggestions from the Directorates, and the Operations Familiarization training [redacted] which normally is provided for non-DD/P JOT's.

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January 1965 - Class of 70 - 75, constituted as in July above, to provide trainees for all Directorates.

April 1965 - Class of 35 - 40, as in October above.

July 1965 and thereafter - continued alternation of 75 and 30/40-man classes as indicated above (See proposed schedule attached.).

4. Recruitment Actions

The Personnel Recruitment Division will continue its college recruitment program as at present, in accordance with the academic cycle, to provide candidates primarily for the January and July classes. The April and October classes will provide recruitment objectives against which to process applicants whose availability is not tied to the school calendar. No serious problems are anticipated; on the contrary, it is expected that the proposed scheduling and composition of classes will permit better definition of JOT recruitment requirements in terms of numbers, timing, and qualifications desired. As an aid to recruitment, particularly during the next few months, the Office of Personnel and the JOT Program staff will screen the files of applicants who, though possessing good qualifications, were rejected in the past for such reasons as being too young, imminent draft eligibility, indecision as between Agency employment and graduate study, etc. Candidates rejected on such grounds normally are encouraged to re-apply at some later date when the impediment has been removed, but it is believed that a positive effort by the Agency to renew contact may reactivate a number of desirable applications.

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Stress will also continue to be placed on the selection of qualified candidates from among the Agency's on-duty staff. In recent years this has become an increasingly significant source of trainees and now produces almost 20% of the JOT's enrolled annually.

5. Budget and Ceiling Requirements

A 50% increase in the size of the JOT Program will have a considerable impact on the resources and staff of the Office of Training, particularly the training staff [redacted] Headquarters training elements will be affected, but to a lesser degree. The budget and ceiling requirements of OTR to accommodate the expansion remain substantially as indicated in the staff study which accompanied the reference, with one significant change; no personnel increase will be required by the JOT Staff, but the Operations Training Staff ([redacted] will require five additional instructors and two clerks. This arises from a study to determine the recruitment and training schedule which would be most feasible administratively for the greatest number of Agency elements concerned. The result was the four-class schedule outlined above and in Tab D. This schedule, while regulating the input and output of JOT's in a way most advantageous to both processing and receiving components, poses a problem of overlapping course scheduled both at Headquarters [redacted] The formal training for JOT's is excellent as presently conducted, and to attempt to accommodate an overlap of courses without additional staff would impair its quality to an unacceptable extent. Yet some overlap is inevitable in an expansion of the Program. I believe the advantages to be gained from a regular alternation of classes outweigh substantially the cost of the positions required to put it into effect. In summary, to accommodate the expansion and maintain present levels of JOT training, the Office of Training will need:

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(1) Increase in JOTP ceiling to 290 for FY 1965, and to 315 for FY 1966.

(2) Staff increases in FY 1965 of 10, as indicated:

Operations Training Staff ([redacted] instructors and 2 clerks

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Intelligence School - 3 instructors.

(3) Budget adjustments to accommodate these increases:

FY 1965

Additional JOT salaries	$525,000
Additional staff and other costs	150,000
Total	$675,000

FY 1966 and suceeding years

Additional JOT salaries	$720,000
Additional staff and other costs	150,000
Total	$870,000

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	1964						1965					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Jul 64	Hqs. Training 20 Jul - 18 Sep		Ops. Fam. 21 Sep - 31 Oct		Intel. Prod. 2 Nov - 23 Dec							
			Ops. Course 21 Sep - 22 Jan.									
Fall 64				Hqs. Training 28 Sep - 20 Nov	Ops. Fam. 23 Nov-8 Jan	Intel. Prod. 11 Jan-5 Mar						
Jan 65							Hqs. Training 11 Jan - 12 Mar	Ops. Fam. 15 Mar-23 Apr	Intel. Prod. 26 Apr-25 Ju			
								Ops. Course 15 Mar - 16 Jul				

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1965												
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	

Group 66

Hqs. Training 12 Jul - 10 Sep	Ops. Fam. 13 Sep-22 Oct	Intel. Prod. 25 Oct-17 Dec
	Ops. Course 13 Sep - 14 Jan	

Jul 65

Hqs. Training 20 Sep-12 Nov	Ops. Fam. 15 Nov-24 Dec	Inte. Prod. 3 Jan-25 Feb

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